

Demystifying Strategic Thinking & Organizational Strategy



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Ana Martinez
Executive Director – Midwest Regional
Programs
New Leaders

Christopher Shropshire
Field Operations Manager

Outcomes

- Understand the WHY-HOW-WHAT Framework and it's application to strategic thinking and strategic planning
- Identify and understand what it means to think and act strategically in order to accomplish our life's work

BIG GOAL: Get YOU to a place where you have acquired the skills, knowledge and mindsets that are essential to being strategic

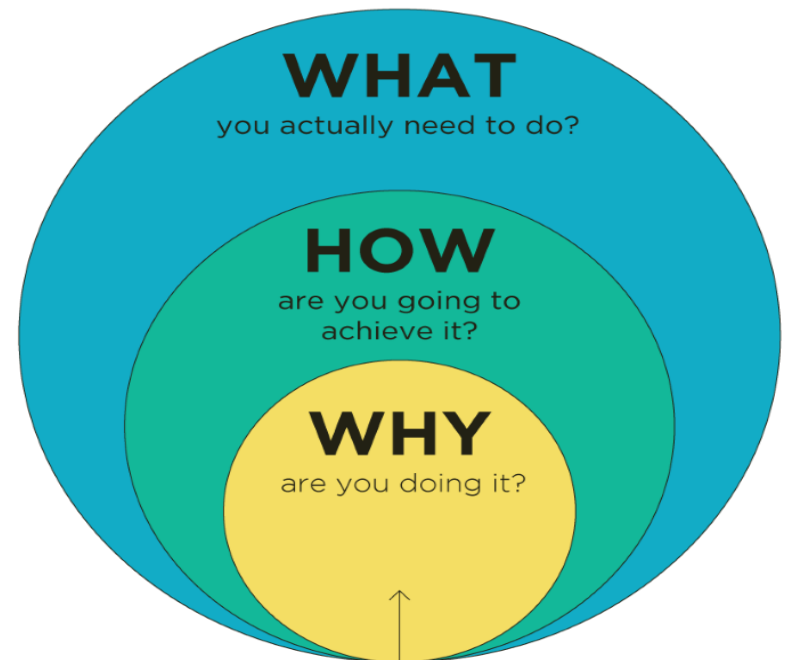
HOLD FOR TONY

TIME FOR REVIEW



Starting with the WHY

- **WHY? = The Purpose**
 - *What is your cause? What are your beliefs?*
- **HOW? = The Process**
 - *The actions taken to realize the WHY, guiding values and principles.*
- **WHAT? = The Results**
 - *What do you do? The result of WHY. The proof.*



The Golden Circle

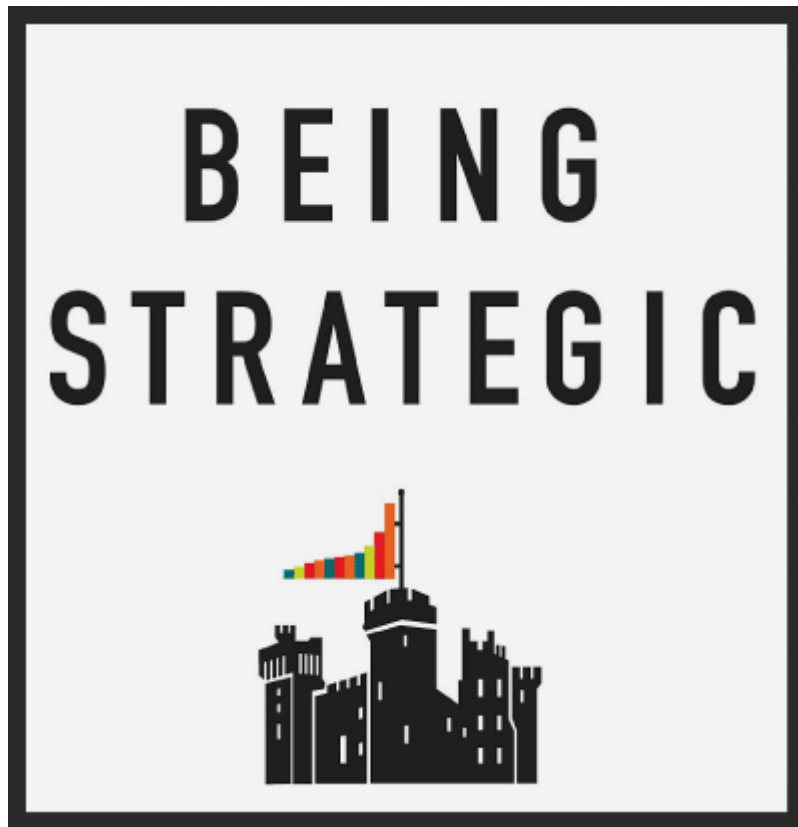
Source: Sinek, S. (2011).

THINKING STRATEGICALLY

What is it?



What Does it Mean?



To consistently make core directional choices that will **best** move you toward your hoped-for-future

**Erika Anderson*

What Does it Take?



Why Does it Matter?

Strategic Thinkers

- See “what if” questions before seeing solutions
- Map out a range of decision trees that intersect and connect by envisioning how it will all play out
- Set aside time to reflect and act before setting out towards actions

Action Thinkers

- See “answers” before knowing the right questions
- Operate with a “Make it happen” mode that results in getting things done
- Actions are initiated by instincts and impulse

SOMETIMES YOU HAVE TO GO

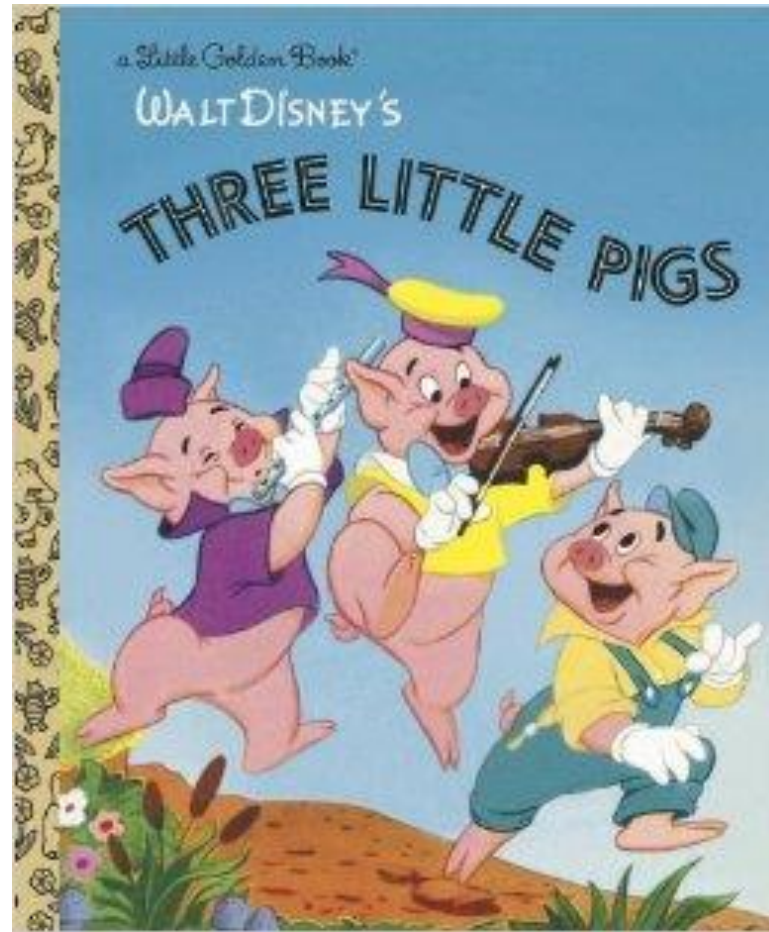
SLOW

IN ORDER TO GO

FAST

BEING STRATEGIC

Story Time



[The Three Little Pigs](#)

What can the *Three Little Pigs* teach us about “Being Strategic”?



Challenge

1

An explanation of the current situation & how it came to be

What Is:

2

What's the Path?

5

The plan to overcome obstacles and achieve the hope-for future

An objective understanding of what's blocking movement from “what is” to the hoped-for-future

What's in the Way?

4

What's the Hope:

3

The hoped-for future: clearly defined, realistic and aspirational

Defining the Challenge: How Can We...?

Problem 1st,
Solution 2nd

- Avoid implicit assumptions about the problem

ACTUAL
Challenge

- Understanding the core problem is at the heart of our ability to make core directional choices that will best move us toward our hoped-for future

Ask
Questions

- What isn't working?
- How can we...? How can I...?
- Would this feel like success

What Is: Pulling Back the Camera

Be a Fair Witness

- Cultivate the ability to speak only from direct observation

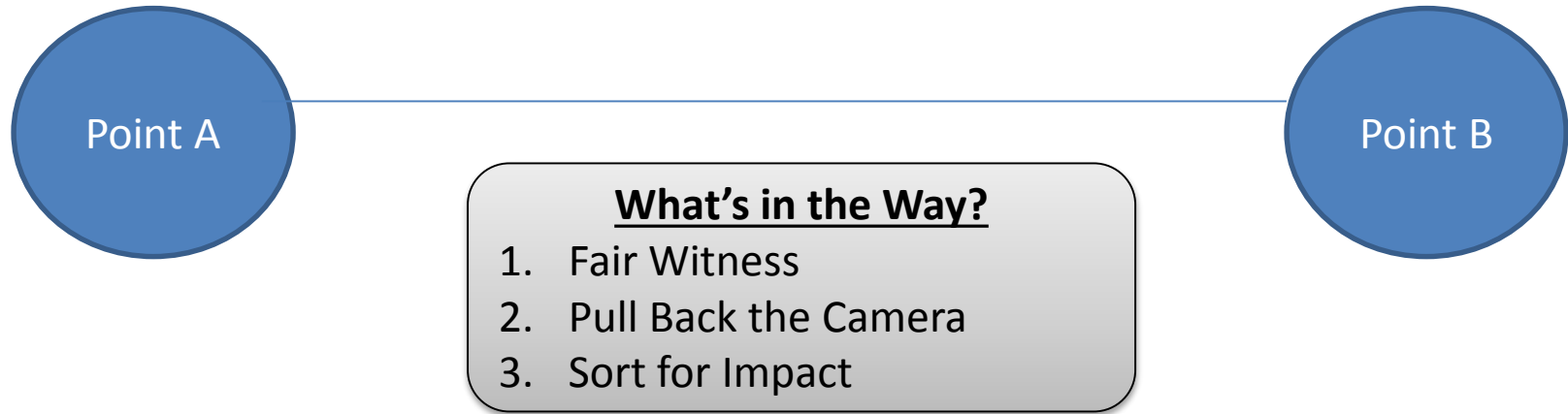
Pull Back the Camera

- Widen your lens and contextualize your current reality

Sort for Impact

- Distinguish those facts or events that most impact the current situation from those that don't

What's in the Way: Facing the Facts



What's the Path?



The Art of Crafting Strategy

SORTING FOR FIT

A large, bold, red letter 'F' with a white outline and a slight shadow, set against a light blue rounded square background.

FEASIBILITY

Do you have the resources, skill, time, and support you need?

A large, bold, red letter 'I' with a white outline and a slight shadow, set against a light blue rounded square background.

IMPACT

Do you have the resources, skill, time and support you need?

A large, bold, red letter 'T' with a white outline and a slight shadow, set against a light blue rounded square background.

TIMELINESS

- *Ordinality*: Is this strategy something that needs to be done now or are there other things that must happen first?
- *Opportunity*: Is this something that needs to happen in this window?

Selecting Tactics that Work

Arise From Strategy

- Select the tactics that will allow you to best implement the strategies (core directional choices) you have selected

Are FIT

- Screen for FIT by asking yourself: “Can I/we actually do this tactic, given current resources, skills and knowledge?”

Define What, Who and When

- Agree on what the action is, who’s going to be responsible for it and when it will get done

The Pieces are Now In Place

Define the *Challenge*

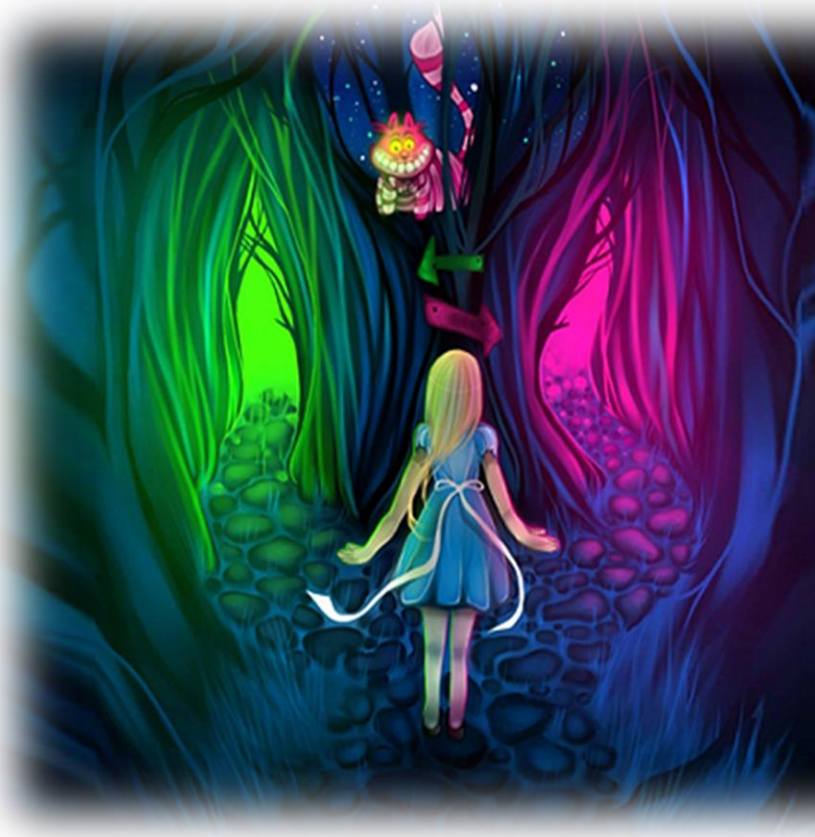
Clarify *What Is*

Envision *What's the Hope*

Face *What's in the Way*

Determine *What's the Path*

Closing Thought



What road do I take?

Well, where are you going?

I don't know.

**Then it doesn't matter.
If you don't know where
you are going, any road
will get you there.**